

Interview 11/25/90

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Lead HPSCI study

WWG papers, drafted in '78

Was given 3 functions: Consensus / Catalyst

Synthesis

Research

> "Impossible"

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Agencies won't assign people
capable of right type of research

(Never had a naval officer. ^{on State rep.} USAF was best in assigning people.

"Most of people on staff were on the twilight cruise" before
retirement.

What kind of research? "Collection gadgetry", computer models?

"We blew it in Afghanistan, even though they can trot out the
record for you." Majority opinion said they wouldn't do it.

Being in Pentagon → 6-8 hours ahead of Helman etc. in seeing
imagery. "I was being paid supergrade salary, but operating
as an analyst."

Problem in autonomous status = need to generate crises, to
show you're doing the job.

Watch Committee missed '68 Greek invasion, '73, but in '69
was predicting Sov. invasion of China (OSR was saying no).

"My problem with the SWS was trying to keep everybody
usefully employed."

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Recommended shrinking to CIA, DIA, one State, + one NSA.

Very good interaction with NIDs. "You've got to win it with
the NIDs, or you can't win."

Preferred solution: NID staff with 3 or 4 assistants, 1 or more
from other agencies. One would manage (like

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